

## INTERVIEW

### ZYME: BUILDING A SPECIALITY IT SERVICES FIRM IN CONVERSATION WITH CHANDRAN SANKARAN, FOUNDER AND CEO, ZYME SOLUTIONS

D.V.R. SESHADRI

The success and growth of Indian information technology (IT) service firms over the last decade has been built on the 'linearity' model of operation, wherein revenue expansion implied a proportionate increase in human resources. While the linear business model has served companies well in the past, its long-term sustainability is now being questioned on the grounds of organisation size, manageability, and rising costs.

Zyme Solutions Inc (Zyme), a fully outsourced hosted data intelligence service provider to the high-tech vertical market, has enjoyed spectacular growth over the last few years by building its business around a non-linear business model. Prof D

V R Seshadri spoke to Chandran Sankaran, who founded Zyme in 2004, about how the Zyme business model was conceptualised and grown. Sankaran's previous experience in consulting and enterprise software enabled him to see that it was possible to build a business by encapsulating deep domain knowledge in a software platform. Simultaneously he was attracted by the business model of outsourcing, realising that the traditional model of enterprise software—first building a software application and then trying to educate customers on how to use it—was not working.

Zyme combines the standardised platform aspect of a software business with the end-

to-end business process value of a services company. Zyme helps customers derive benefits such as incentive cost optimisation, in channel inventory management, revenue accounting and audit risk compliance. While in theory the model may appear easy to replicate, Sankaran is confident of his company's first-mover advantage in the domain and the market space. The shift to a non-linear model, according to Sankaran, would require ITES companies to change their mindset fundamentally, from focusing on the pool of people to the market problem, and defining, building, and selling the solution footprint.

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### IMPACT OF ADOPTION OF YOGA WAY OF LIFE ON THE EMOTIONAL INTELLIGENCE OF MANAGERS

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There has been a growing interest in understanding the role of emotional intelligence (EI) in improving the performance of business managers. The motivation to understand this construct stems from the prevalent view that some individuals of seemingly average intelligence do well in life, whereas others struggle with life's challenges despite possessing a high IQ. Therefore, general intelligence may not necessarily be a good predictor of success in life, and other attributes may be better determinants. EI is different from traditional views of intelligence based on cognitive factors, and

connotes a different kind of aptitude that is founded on non-cognitive aspects of behaviour. Further, research has established EI as the sine qua non for leadership. The paper establishes the link between the yoga way of life—as propounded by the sage Patanjali in his Yoga Sutras, whose guidelines include ethical and moral standards of living in addition to postural and breathing exercises—and EI, and proceeds to study the impact of the yoga way of life on EI using data collected from 60 managers in a business enterprise. The participants in the intervention were divided into two groups—the yoga group

and the control group—and were given the requisite training inputs. A 33-item self reporting EI scale was used to measure EI for both the groups, before and after the study. The study reports positive results in terms of enhanced EI due to yoga theory and practice. These results underscore the importance of the yoga way of life as an integral element for improving managerial performance in organisations; however, there is a need to further explore this construct in greater detail.

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## ROUND TABLE

### NATIONAL RURAL EMPLOYMENT GUARANTEE ACT: AN EFFECTIVE SAFETY NET?

Rajalaxmi KAMATH

The National Rural Employment Guarantee Act (NREGA) of 2005 was aimed to be an effective livelihood security net for rural households by providing one hundred days

of guaranteed wage employment every year to households where adults volunteer to do unskilled manual work. While the Act itself is considered sound, it remains to be seen

whether the programme can deliver on its promises, and how well it is aligned to the ground realities. An analysis of the data provided by the 62<sup>nd</sup> round of the National